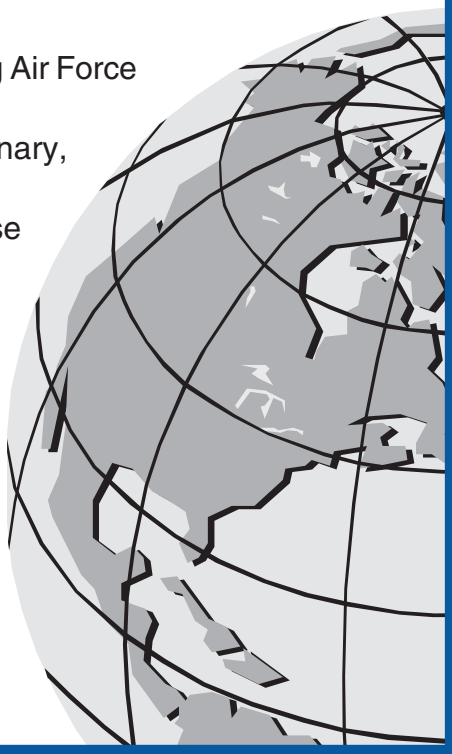
ECSS
EXPEDITIONARY COMBAT SUPPORT SYSTEM

Making Logistics Transformation a Reality

implementing transformation

The results expected from transforming Air Force logistics are fourfold. To be expedition-ary, logistics must operate with an enterprise view, across integrated processes, with optimized resources, while leveraging integrated technology. Combined, these four effects drive the future state of Air Force logistics.



Concept to Reality

Ultimately, transformation is about results. Team CSC's focus on outcomes ensures that program activities tie directly to Air Force objectives, the realization of benefits, and achieving the results the Air Force expects.

As a key element of the Air Force Expeditionary Logistics for the 21st Century plan for transformation, the Expeditionary Combat Support System (ECSS) has clear mission objectives— improve Air Force logistics support at a lower cost. A Computer Sciences Corporation-led team (Team CSC) is the systems integrator (SI) for this program and brings a business-transformation approach to the Air Force's business processes and culture supported by an enterprise-wide logistics solution to realize the objectives of ECSS.

Team CSC is experienced in performing as the SI for some of the government's and Department of Defense's largest and most complex transformations. Team CSC's lessons learned from the Army Logistics Modernization Program and Internal Revenue Service's Integrated Financial System projects provide a strong foundation for the team's approach. These programs provide rich lessons in integrating business process redesign and commercial off-the-shelf (COTS) enterprise resource planning packages in the highly complex process, data, and cultural environments that are unique to the government.

Team CSC has adopted a business-focused strategy for ECSS by driving a business process management methodology across the entire transformation effort. This approach affects the way Team CSC organizes its work, conducts blueprinting workshops to gather and shape requirements, and configures the COTS packages to meet Air Force requirements.

"Don't let the term *systems integrator* mislead you. This is not simply an IT [information technology] implementation project," said Christopher Beiswenger, CSC vice president and ECSS transformation executive. Beiswenger continued,

> It's much more than that. Team CSC has embarked on an exciting journey with the Air Force logistics community, the Air Force acquisition community, and Oracle Corporation that will revolutionize

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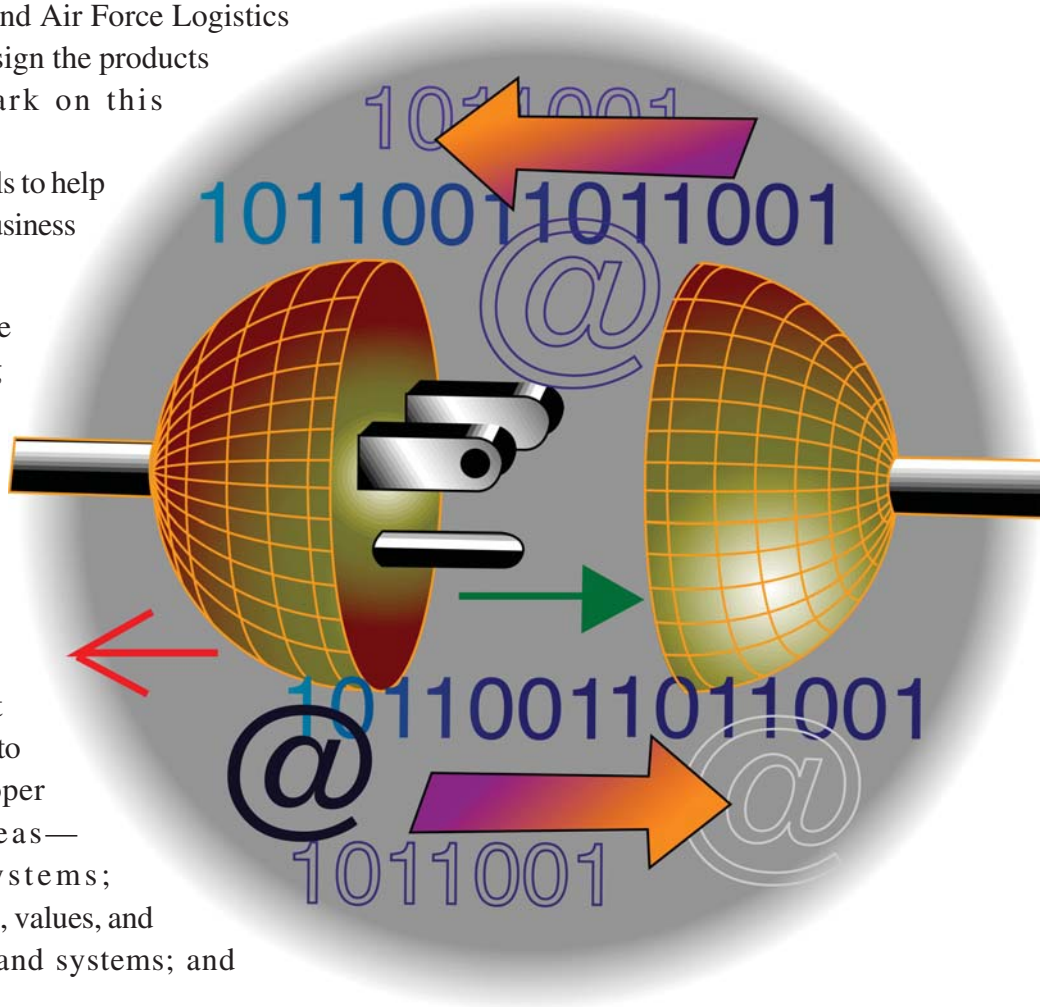
Air Force logistics for the 21st century. Our mindset is to deliver transformed Air Force processes with technology as the enabler. Our vision includes a partnership between Team CSC and the Air Force to horizontally integrate processes, eliminate vertical functional stovepipes, and assist in the adoption of best practices for the logistics community.

Team CSC has been working hand-in-hand with the Air Force ECSS Program Management Office and Air Force Logistics Transformation Office to plan and design the products that will be necessary to embark on this transformation journey.

Team CSC leverages two critical tools to help guide the transformation of Air Force business processes:

- The **CSC Business Diamond** (Figure 1). Provides a framework for ensuring that each aspect of change is addressed when considering the implementation of new business processes.
- The **Catalyst Methodology** (Figure 2). CSC's proprietary methodology that guides the way CSC engages in transformation programs. Catalyst provides a commercial methodology to guide Team CSC through the proper steps to address the five areas—management and control systems; organization, jobs, and skills; beliefs, values, and norms; information technology and systems; and



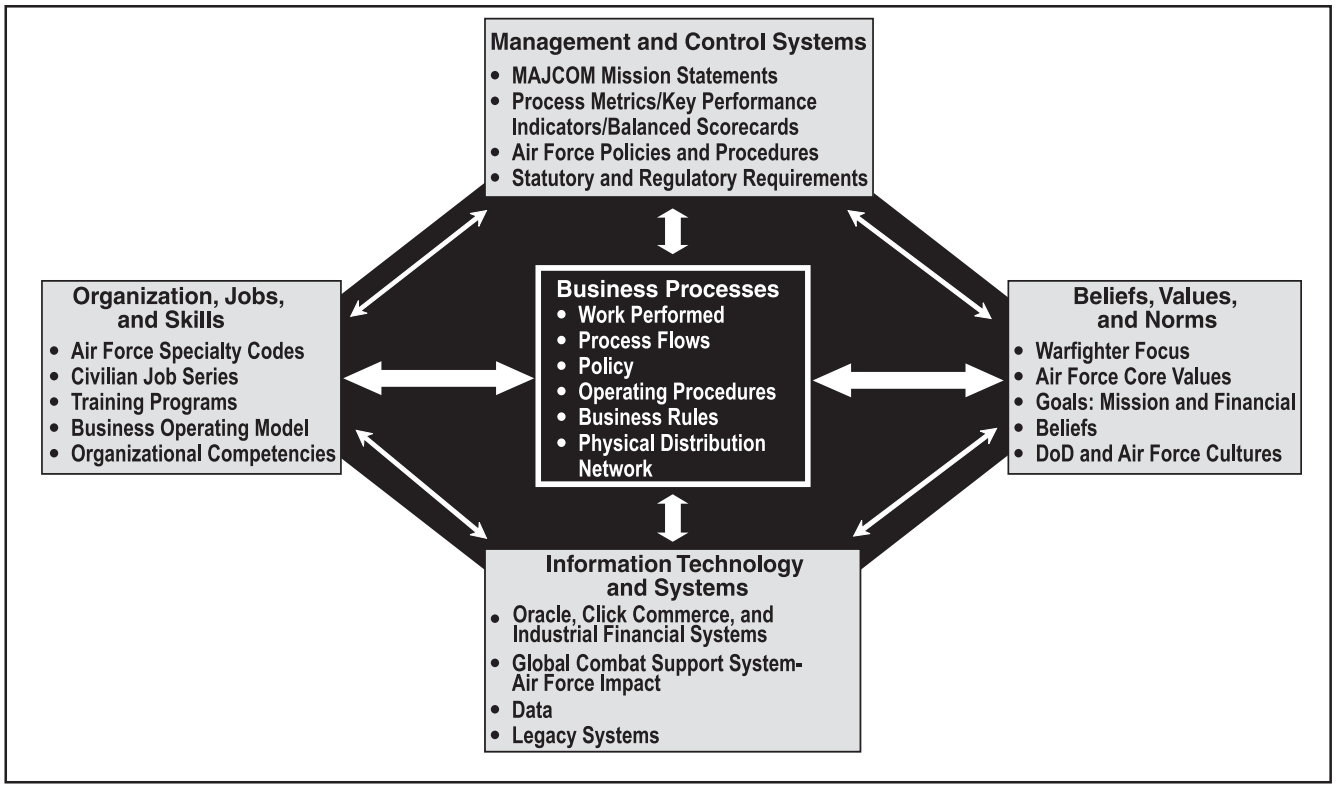


Figure 1. CSC Business Diamond

business processes—identified on the Business Diamond.

The Business Diamond provides a framework that places business processes at the core of the transformational effort. As integrated product teams analyze existing processes and define new logistics processes in blueprinting workshops, they *walk the Diamond*, examining all aspects of an enterprise that a business process impacts.

The Business Diamond helps those involved in process design understand the impact of changes to business processes on other areas of the Air Force. It also reminds individuals participating in process design that many of the transformational considerations are people- and process-oriented, not simply software application- or technology-centric.

"In order to successfully transform an organization to improve business performance, we must address each one of the items identified on the Business Diamond," Beiswenger said. He continued,

> Every person involved in Air Force logistics is touched by one or more of the diamond's four points. We must be sure to address each area if ECSS is to be successful. When we are involved in business transformation it is critical that we look at the entire picture including how the organization is managed, and how its values, beliefs, and norms affect logistics performance.

While the Business Diamond ensures that all integral parts of the enterprise are addressed, Catalyst provides a single methodology to integrate the ECSS effort at all levels of Team CSC and its Air Force partners. Catalyst converts hard-fought experience into world-class, field-tested processes, techniques, role definition, and work products. It provides a flexible structure to enable enterprise transformation, a cohesive set of concepts, and a common vocabulary to support effective communication and shared activities across program execution, change management, and program management.

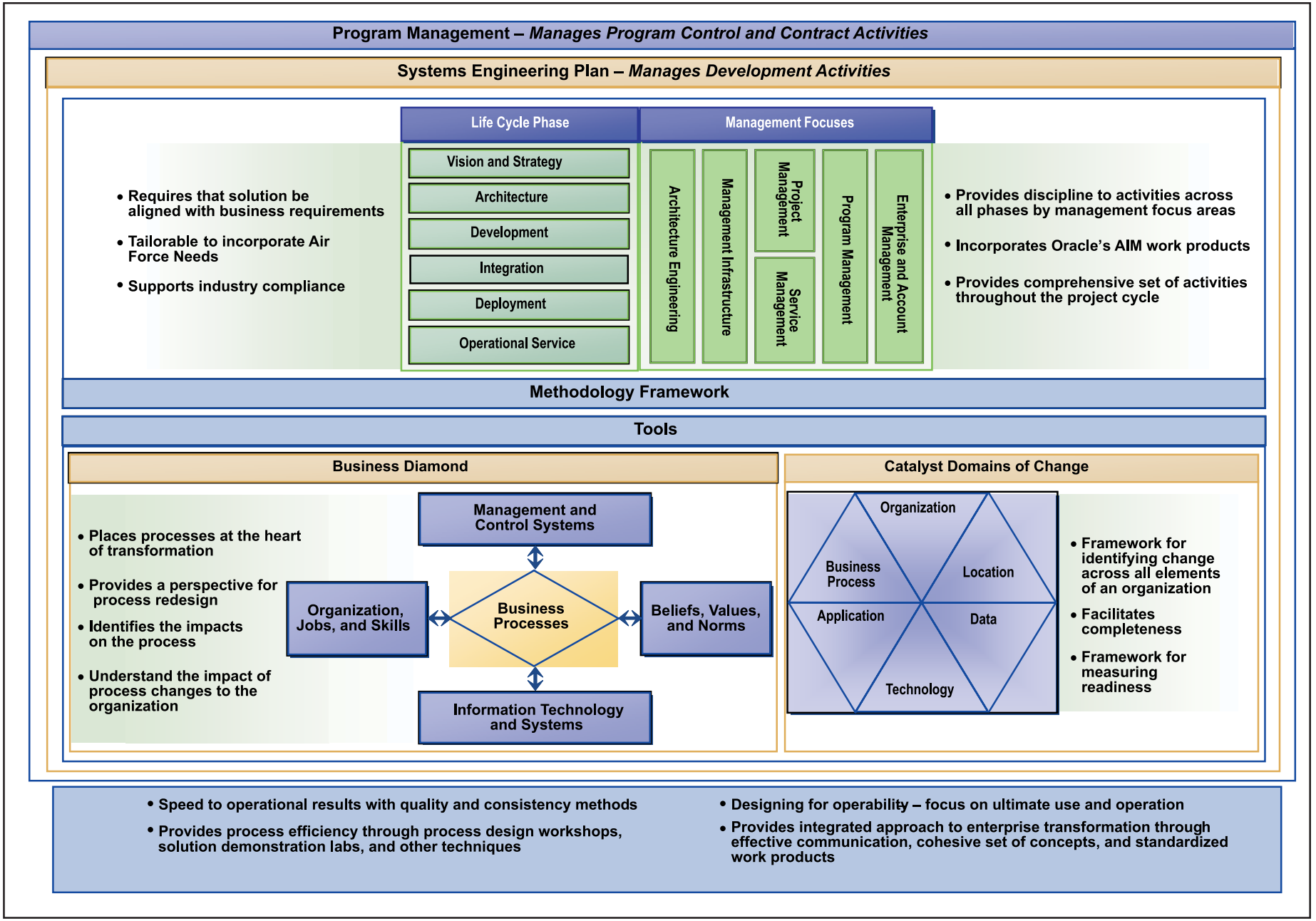


Figure 2. CSC Catalyst Methodology

Catalyst is Team CSC's approach to initiating, motivating, designing, implementing, managing, and coordinating change in large organizations. It provides the mechanism by which CSC gathers, validates, and integrates best practices and makes them available to Team CSC members and clients.

Team CSC uses the process templates and knowledge base components of the Catalyst Methodology to develop and implement processes for ECSS. Catalyst reflects the thinking of CSC organizations worldwide serving the government and commercial markets. It combines proven methods with innovations appropriate to a rapidly changing business and technical environment.

Ultimately, transformation is about results. Team CSC's focus on outcomes ensures that program activities tie directly to Air Force objectives, the realization of benefits, and achieving the results the Air Force expects. With a collective mindset that ECSS is about business process transformation and not simply an IT implementation, and a clearly-defined approach, supported by the Business Diamond framework and Catalyst methodology, Team CSC and its Air Force partners will, absolutely, revolutionize Air Force logistics for the 21st century.

Mr Kevin C. Kelley

Mr Kelley is CSC's vice president and program executive for the US Air Force ECSS program. As program executive, he is responsible and accountable for CSC's performance as the systems integrator for the ECSS program. Prior to assuming this role, Mr Kelley was vice president of the treasury business area and program executive for the Internal Revenue Service PRIME program in the Information Technology and Science Solutions Division of CSC's North American Public Sector–Civil Group. In that role, he was responsible for all CSC work performed for the US Department of the Treasury.

Previously, Mr Kelley completed a 20-year career in the United States Army and retired as a Lieutenant Colonel. During his career, he served in various assignments including 10 years in the acquisition corps. Mr Kelley holds a bachelor of arts degree from John Carroll University and a master of science degree in computer information systems from Bentley College.

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